Seventy-Five Years of

HEALING ON THE *HEIGHTS*

PQNS81531

Columbia-Presbyterian Medical Center

Columbia-Presbyterian Medical Center

1928-2003

Shortly before his death in 1940, Edward S. Harkness, one of the visionaries credited with creating Columbia-Presbyterian Medical Center, was hospitalized in the Stephen V. Harkness Private Patient Pavilion, which had been built with money from Mr. Harkness and his mother, Anna, and named for his father. Edward Harkness told his doctor, Albert R. Lamb Jr. (P&S '40): "You know, when I came up here and sat on a broken-down fence and looked at the deserted ball park, I dreamt of a hospital and medical school here. But what has happened here surpasses anything I did or could dream of."

Mr. Harkness and a few other visionaries transformed land in Washington Heights into a historic academic medical center that has stood the test of time since its creation 75 years ago. Two venerable New York City institutions – Columbia University's College of Physicians & Surgeons and Presbyterian Hospital – along with other organizations dedicated to healing formed what was in 1928, and still is, a place renowned for putting the best minds together to ease the burden of human disease.

Through photographs, this book celebrates the early years of the institutional partners of Columbia-Presbyterian and traces their shared history since 1928.

Columbia University Medical Center

Seventy-Five Years of

HEALING ON THE *HEIGHTS*

Columbia University Medical Center

celebrates the

75th Anniversary

of

Columbia-Presbyterian Medical Center

1928–2003

The FORTRESS ON THE HEIGHTS

THE FORTRESS ON THE HEIGHTS

HAVE you ever thought what you would do, or what would be done with you, if the taxi which you dodged so neatly this morning had caught you and, in a flash, turned your active, busy life into a long succession of pain-fraught hours?

When injury or illness overtakes you, or someone near and dear to you, your first thought is to secure, as quickly as possible, the very best medical advice and assistance you can get. Nothing then is too good.

You must have a doctor or surgeon whose training, knowledge and experience lessen the probability of error or failure; you must have a hospital in which the personnel, equipment and facilities afford every possible chance for speedy and complete recovery; in short you want the concentrated attention of skilled men and women whose specialized training and knowledge, backed by all the

A Word from

GERALD D. FISCHBACH, M.D.

Executive Vice President for Health and Biomedical Sciences, Columbia University Medical Center

The fragile pages of an early brochure announcing the development of the Columbia-Presbyterian Medical Center are thin and worn, with graphics that are sketchy and small. But within the few pages lies a deceptively simple idea that changed the face of medicine: the unity of medical and health sciences education, patient care, and research within one all-encompassing institution. It announced the birth of the modern academic medical center.

The text of "The Fortress on the Heights," which likens the mission of the new medical center to a battle against the forces of disease, sounds in many ways remarkably contemporary and relevant. The commitment it makes, the center of healing it seeks to build, and the vision it describes apply to the Medical Center of today.

"...a modern medical organization on a large scale for the treatment and cure of sickness and disease..."

"Special hospitals and institutions covering the principal phases of medical science will cooperate here to serve the patient."

"The service of the Medical Center will be available to all."

"In nursing, treatment and healing, the service of the new Center will be largely local; but in medical education, research and development its influence should be far broader."

"Underlying treatment, education, and research, will be, first, last, and all the time, consideration for the welfare of the patient."

In revisiting this document, we are reminded of the leaders whose vision created it and we marvel at just how well their vision has been realized at Columbia-Presbyterian over the past 75 years. It is therefore humbling to thumb through the photographs in this magnificent book and examine the faces and the events that helped shape the Medical Center that is our legacy. I see a reminder in each photograph of where Columbia-Presbyterian Medical Center has been, the path of healing marked by countless other footsteps, and the course that we now chart for the next 75 years.

We have a new strategic plan for the Medical Center, aimed at integrating the brilliant minds, state-of-the-art laboratories, and modern teaching facilities of Columbia into an even more synchronous whole. It is a plan that builds on the vision Edward S. Harkness had many years ago, breaking down barriers in our quest to ease the burden of human disease. It's an exciting time to be part of the institution now known as the Columbia University Medical Center, as we begin our next 75 years in partnership with NewYork-Presbyterian Hospital.

Harkness knew that bringing teaching, research, and clinical care together in one unified system would best serve patient, practitioner, student, and mission. The photographs in this book show how, over the years, the Medical Center has continued to prove Harkness' point.

Seventy-Five Years of

Healing on the Heights

In the New York neighborhood of Washington Heights, with its sweeping perspective over the rest of Manhattan below, the booming guns and cannon of the Revolutionary War from nearby Hudson River garrison Fort Tryon gradually gave way to other sounds. As the 19th century became the 20th, throughout the Heights could be heard the crack of bats and the cheers of crowds as the New York Highlanders – the team that went on to become the Yankees – played for their hometown fans. In the evenings one might hear the resounding anti-liquor sermons of evangelist Billy Sunday, who erected his revival tabernacle at 168th and Broadway.

In October of 1928, another sound was heard in the Heights. To many, it might have sounded like just another ceremonial event, with speeches and pronouncements and congratulations. But to philanthropist Edward S. Harkness and the other visionaries who had built Columbia-Presbyterian Medical Center, the dedication ceremonies carried on the fall morning air the sound of healing. It united a dozen health care and medical education institutions and programs, but two formed the core of the union: Presbyterian Hospital, founded in 1868, and Columbia University's College of Physicians & Surgeons, founded in 1767.

That October day marked not just a new era for Columbia, but for health care as a whole. It was the debut of the modern academic medical center, in which teaching, research, and patient care go on side by side, each to the benefit of all. The academic medical center concept seems fundamental now, but it was revolutionary in 1928 – and it was Columbia's revolution. Columbia had already made medical history as the first American school to award the M.D. degree, but when it wholeheartedly embraced Harkness' vision of joining a prominent medical school with a prominent hospital, it helped transform the very nature of health care.

The modern academic medical center is a uniquely American invention, largely responsible for the explosive growth of scientific discovery and medical progress in the 20th century. Putting bright young students, experienced faculty, questing researchers, and patients seeking the best care together in one multifaceted institution has resulted in a giant leap forward in our understanding of human health, from the most basic molecular structures to population-based health issues. The superb care, informed by research, found in today's academic medical center forms the backbone of American medicine and has made it the envy of the world. Today, almost every state has at least one academic medical center, and some, like New York, have many. But what is ubiquitous today was an untried experiment in 1928.

The experiment worked. The new environment almost immediately proved its potential, becoming a virtual hothouse for innovation in medicine, dentistry, nursing, and public health. Countless medical firsts and bests – and some achievements that were even lauded as miracles – have taken place at Columbia-Presbyterian over the past 75 years. It became a place where Nobel laureates and first-year medical students, research scientists and doctors in training, nurses and dentists and epidemiologists work together to ease the burden of human disease.

An early promotional brochure called this new creation "The Fortress in the Heights," likening it to an arsenal in the battle

against human disease. The design of the new "fortress," like its founding principles, was an original. It had no predecessor, no model, no cheat sheet to crib from. Architect James Gamble Rogers envisioned a series of space-efficient skyscrapers, which began with two tall parallel "bars" running east to west between Broadway and Fort Washington Avenue and between 165th and 168th Streets, the heart of the medical center to this day. The hospital wing formed the southern bar, while students filled the building's northern side, and a bridge of doctors' offices connected the two. Over the years, Rogers designed other buildings for the Medical Center as it grew, such as Bard Hall, the first dormitory for Columbia medical students, and a new eye institute. Many of those early buildings still stand, although some are now used for different purposes.

As it became ever more successful, the Medical Center quickened its pace in adding new buildings and affiliating with additional institutions that would help it fulfill its mission: Babies Hospital in 1929, the William Black Medical Research Building in 1965, the Atchley Pavilion (now the Herbert Irving Pavilion at the Atchley Center) in 1968, and the Hammer Health Sciences Center, with its state-of-the-art health sciences library, in 1976. This ambitious program of physical growth, always tied to the needs of patients and the Columbia-Presbyterian community, and to the needs of the vigorous Washington Heights neighborhood that has nurtured the Medical Center for its entire lifespan, continues today. Soon, the Morgan Stanley Children's Hospital of NewYork-Presybterian will open at the Medical Center while work continues on the ambitious, five-building Audubon Park – the only university-related research park in New York – which opened its first building in 1995.

Even though we can view the success of Edward S. Harkness' vision for the Medical Center through its architectural progress, Columbia-Presbyterian is much more than buildings. To trace the history of Columbia-Presbyterian Medical Center, now Columbia University Medical Center and NewYork-Presbyterian Hospital, over the past 75 years is to trace the history of healing. Its deans and faculty have shaped thousands of fledgling medical and health science careers, received world acclaim for groundbreaking scientific discoveries, and cared for countless patients with skill and compassion. Its graduates have gone out into the world, literally to the corners of the globe, taking with them the lessons they learned at Columbia to build hospitals and clinics, develop new medical technologies and treatments, and garner recognition ranging from a patient's gratitude to a Nobel Prize.

To catalog the achievements of Columbia-Presbyterian Medical Center's first 75 years would take volumes, and this book is not intended to be a comprehensive history of the Medical Center. But even these few selective images remind us just how packed with medical history the 75 years have been and what a pivotal role this "fortress of healing" has played in the health of New York, the nation, and the world.

REVOLUTIONIZING CARE FOR MENTAL ILLNESS. Just one year after the opening of the new medical center, the NewYork State Psychiatric Institute moved to Columbia-Presbyterian

Medical Center. Here, the Rorschach scoring technique was developed, some of the first psychopharmacological medicines were tested, and an integrated approach to neural science – now the accepted model in the field of mental health and human behavior – had its genesis.

A CRUSADING MEDICAL DEAN OF THREE DECADES. Only 38 when he was named dean of the College of Physicians & Surgeons in 1930, Willard Rappleye shaped the growth of the new Medical Center perhaps more than any other individual as the medical school's longest-serving dean of the modern era and a national leader in academic medicine. Dr. Rappleye recruited the finest scientific minds to Columbia, building the Medical Center's reputation as a worldwide leader in biomedical research.

CHARTING THE COURSE TO THE DOUBLE HELIX. The acclaim for the final elucidation of the double helix structure of DNA went to James Watson and Francis Crick. But in 1950, Columbia biochemist Erwin Chargaff published findings on the DNA molecule's composition, which came to be known as Chargaff's Rules, that provided a critical, final stepping stone to the understanding of DNA's structure.

THE APGAR SCORE. Scribbled on a "please bus your own trays" sign from the cafeteria in 1949 and first published in 1953, Dr. Virginia Apgar's five-point score for evaluating the health of newborns formed the foundation of the fledgling science of perinatology and remains the standard for newborn assessment.

RAISING THE BAR FOR NURSING CARE. In the midst of debate over the role of nursing in patient care and the extent of education required of a nurse, in 1956 Columbia expanded and deepened its nursing curriculum and created the nation's first graduate program in nurse midwifery.

EARLY PARTNERSHIPS IN MEDICINE AND SOCIAL SCIENCE. The Columbia School of Public Health (now the Mailman School of Public Health) produced a landmark 1956 study that used physical exams for the first time to assess rural health conditions.

NOBEL GLORY. In 1956, the developers of cardiac catheterization, faculty members André F. Cournand and Dickinson W. Richards, won a Nobel Prize for their body of work that addressed fundamental questions about the functions of the human heart and lung in health and disease.

PIONEERS IN NEUROLOGY. Under the leadership of neurological pioneer H. Houston Merritt, medical school dean from 1958 to 1970, Columbia-Presbyterian's Neurological Institute rose to become an internationally renowned center for research and treatment in neurological disorders, many of which were first described at Columbia.

ADVANCES IN LASER TECHNOLOGY. In 1961, Columbia physicians became the first to use a laser beam to treat a human being, destroying a tumor inside the eye of a patient in a fraction of a second, saving his eyesight.

A LEADER IN OBSTETRIC AND NEONATAL TECHNOLOGY. Also in the 1960s, Sloane Hospital for Women, part of what is now New York-Presbyterian Hospital, was the first to perform amniocentesis in the United States and the first to perform surgery on a fetus in utero.

OH, BABIES! Before the McCaughey Seven brought fame to

Iowa, the Kienast Five brought fame to Columbia-Presbyterian. Only the second set of quints to survive in the United States, Amy, Abby, Gordon, Sara, and Ted were born at the Medical Center in 1970. Three of the five infants had jaundice but went home fully cured thanks to full-spectrum light therapy.

THE HEART OF A CHILD. In 1984, a team of Columbia-Presbyterian cardiac surgeons, led by Dr. Eric A. Rose, performed the first successful pediatric heart transplant on 4-year-old James Preston "J.P." Lovette IV, born with multiple heart defects. Eighteen years later, the 22-year-old J.P. joined Columbia heart surgeons at the 2002 celebration of 25 years of heart transplantation. Dr. Rose is now chairman and chief of surgery at the Medical Center.

THE EVOLUTION OF PUBLIC HEALTH. The ethics of public health, a challenge that arose from the HIV/AIDS crisis that began in the mid-1980s, first became a formal discipline at Columbia when Dr. Ronald Bayer, who designed the curriculum, taught one of the first classes in the country on the ethics of public health.

REBUILDING THE NURSING PROGRAM. Crusading dean Mary Mundinger didn't just save Columbia's nursing school when many wanted to scuttle the historic program, she reinvented it. In 1992, the school opened the only doctoral program in health policy and health services research. A few years later, it created the primary care Center for Advanced Practice, based on a nursing model and run by nurse practitioners, whose success stimulated the growth of a new nursing-focused practice in primary care.

BATTLING CHRONIC PAIN. Opened in 1999, Columbia's comprehensive new Center for Oral, Facial, and Head Pain is a novel, interdisciplinary collaboration of the School of Dental and Oral Surgery with physicians and surgeons from the medical school. Together, they provide state-of-the-art care for chronic pain patients and research the latest methods of pain diagnosis and treatment.

UNDERSTANDING MEMORY. The most recent Columbia recipient of a Nobel Prize in physiology or medicine is Eric Kandel, who won the award in 2000 for research on the humble sea slug that has helped shape our understanding of the biochemical processes involved in the formation of human memory.

The people of this institution form the history of the Medical Center that this volume celebrates. From visionary Edward S. Harkness to scientists and alumni who have earned Nobel Prizes ... hospital leaders who transformed a single hospital that cared for patients into a super-sized hospital system ... deans who nurtured medical, nursing, dental and public health schools into models of professional education ... contemporary benefactors who believe in our continued good work ... right up to Columbia's youngest and newest entering students of 2003 and beyond: For 75 years, they have defined the science, unlocked the mysteries, made the discoveries, cared for the patients, and passed on the knowledge. We at Columbia University Medical Center are committed to carrying on their mission, which has remained constant since the days when the "Fortress on the Heights" was just a dream: to ease the burden of human disease. The legacy of 75 years of healing on the Heights is also the promise of the Medical Center's future.

Samuel St. John, M.D. Thomas N. Markoe, M.D. John C. Dalton, Jr. M.D.

bert Watts, M.D. Willard Parker, M.D. Chandler R. Gilman, M.D. Joseph Mather Smith,

Before 1925

Long before Columbia-Presbyterian was a pioneering medical center, a venerable medical school and a crusading hospital were New York City fixtures. When the College of Physicians & Surgeons of Columbia University united with Presbyterian Hospital to form the new medical center in 1928, it brought to the union a 161-year legacy of excellence in medical education and research.

The faculty of the College of Physicians & Surgeons, c. 1860s.
From left to right: Robert Watts, professor of anatomy; Samuel St. John, professor of chemistry; Willard Parker, professor of surgery; Thomas M. Markoe, adjunct professor of surgery; Chandler R. Gilman, professor of obstetrics, gynecology, and diseases of children; John C. Dalton Jr., professor of physiology; and Joseph Mather Smith, professor of materia medica and clinical medicine. Alonzo Clark, professor of pathology, is absent. These eight men, with a few adjuncts, were the entire faculty for more than 200 students.

Samuel Bard, 1742-1821.
Samuel Bard founded King's College (later Columbia) Medical Faculty in 1767. He later served as president of the College of Physicians & Surgeons (P&S), a rival institution founded in 1807. When Columbia's medical school was merged into P&S in 1814, Dr. Bard continued as leader of the combined schools until his death. He still found time to be President George Washington's personal physician and to write the first important American obstetrics textbook.

Anna C. Maxwell, 1851-1929.
A pioneer of American nursing, Anna Maxwell directed the Presbyterian Hospital School of Nursing, predecessor to the Columbia University School of Nursing, for almost 30 years from its founding in 1892 until 1921.

NOVEMBER 16, 1872.] HARPER'S WEEKLY. 901

THE PRESBYTERIAN HOSPITAL, FOURTH AVENUE, BETWEEN SEVENTIETH AND SEVENTY-FIRST STREETS, NEW YORK.
[PHOTOGRAPHED BY ROCKWOOD, NEW YORK.]

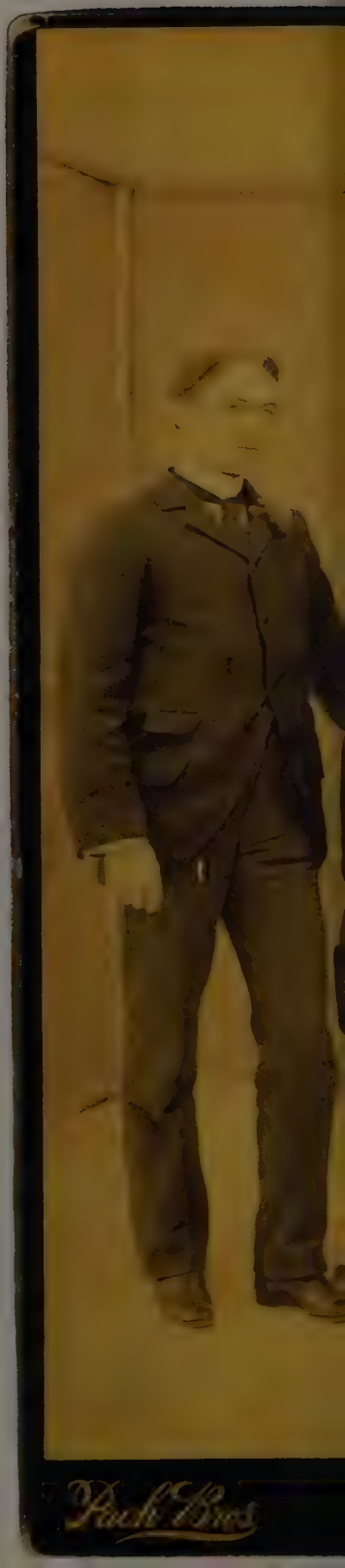
A NEW HOSPITAL.

ance of paint. All angles have been rounded off. The beds in wards, and where else required, are of porcelain. The wards are surrounded by isolated

This hospital, as its name imports, is conducted under the auspices of the Presbyterian denomination. It is provided in the charter that the government, superintendent, and surgeons shall be held only by Presbyterians; while the

BURNED AT SEA.

Presbyterian Hospital at Its Opening, 1872.
The spired administration building faced East 70th Street, while the wards were at the rear along 71st Street. At this date the Hospital, located between Madison and Park Avenues, was still surrounded by vacant land.



House Staff, circa 1895.
This dapper group is the Presbyterian House Staff. Internships were brief in the 1890s: Most of these men would serve only six months.

935 Broadway
New York.

Physiological Lab, 1893.
The Physiological Laboratory at the College of Physicians & Surgeons on West 59th Street. Under the leadership of John Green Curtis, who headed the department between 1883 and 1909, P&S became a leader in the field.

P&S Graduates, 1894.
The P&S all-male graduating class of 1894 poses on the steps of the college building on West 59th Street. Women would not be admitted to P&S until 1917.

Summer Hospital, circa 1895. (overleaf)
A nurse oversees a ward at the Babies Hospital's "Summer Hospital" on the New Jersey shore. Founded by five women in 1887 to provide "medical and surgical aid and nursing for sick babies," Babies Hospital, now Morgan Stanley Children's Hospital of NewYork-Presbyterian, was the city's first pediatric hospital.

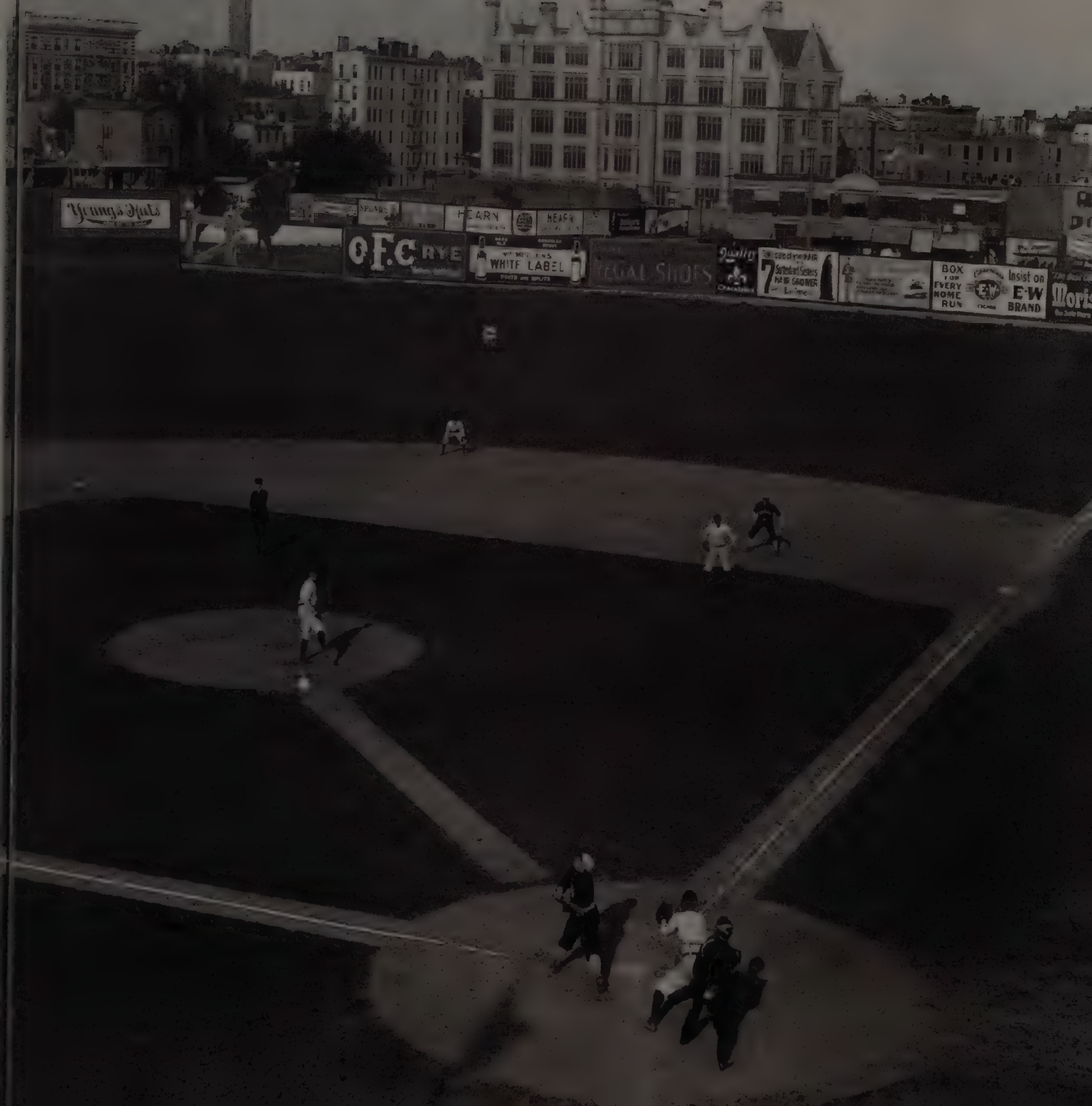
Orthopaedic Surgery, circa 1900.
Surgery in progress, New York Orthopaedic Hospital. At left is Russell A. Hibbs, the hospital's chief surgeon from 1898 until 1932 and originator of spinal fusion to treat scoliosis. Founded in 1866, the New York Orthopaedic Hospital moved to the Medical Center in 1950, five years after merging with Presbyterian.

Early Oxygen Tent, 1926. Alvan L. Barach (P&S, '19) developed the first practical oxygen tent while on the staff of Presbyterian Hospital. This image was taken a year after Dr. Barach's formal announcement of his invention.

The Highlanders, 1903-1912. From 1903 to 1912, the New York Highlanders – later better known as the Yankees – played in Hilltop Park, on the site of what is now the Medical Center. A ramshackle structure lacking even team locker rooms, Hilltop grew to accommodate more than 25,000 fans. The Yankees were usually also-rans during this era, though they came close to winning the pennant in 1904.

The Highlanders left Hilltop after the 1912 season and shared the Polo Grounds with the New York Giants until Yankee Stadium opened in 1923.

Hilltop was demolished in 1914.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Ambulance, 1900
Ambulance in front of the original Presbyterian Hospital. The ambulance service was established in 1880 and during its first year brought in about one patient a day.

This photograph was taken in November 1900, a few months before the hospital's two horse-drawn ambulances were replaced by automobiles. The man in the window on the left is probably Frederick Sturges, president of Presbyterian, 1910–1916.

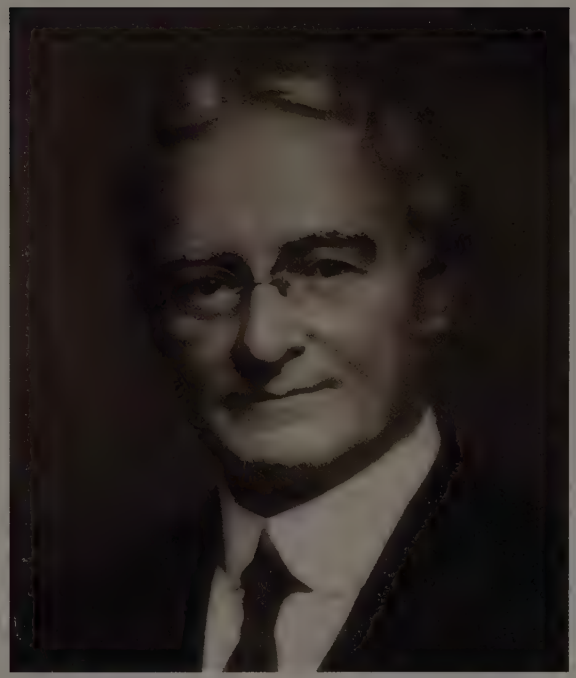
PRESBYTERIAN HOSPITAL
41

Billy Sunday's Tabernacle, circa 1916.
Crowds gather outside Billy Sunday's Tabernacle on the site of the future Medical Center, circa 1916. Here the dynamic preacher and former baseball player spoke before thousands. The 102nd Regiment Engineers Armory, erected in 1909, is in the background.

"War on Dental Caries," 1917.
All-female cast of "War on Dental Caries," presented by the first graduating class of the dental hygienists' course. Established in 1916 as the New York School of Dental Hygiene, the program merged with Columbia's School of Dental and Oral Surgery the next year, becoming the world's first university-affiliated course in dental hygiene.

CLASS PLAY
1917

World War I Nurses, 1919.
Nurses from Base Hospital No. 2, the Presbyterian Hospital unit in World War I. 188 graduates of the School of Nursing served overseas during the war, most with the Presbyterian Hospital group based at Etretat, France.



William J. Gies, 1917.
Dr. Gies, a Columbia professor of biochemistry, was instrumental in advancing dental education and founding the School of Dental and Oral Surgery. He also helped found the International Association for Dental Research and conducted a landmark 1926 assessment of dental education for the Carnegie Foundation.

Nurses Dancing, circa 1920. (overleaf)
Student nurses dance in Florence Nightingale Hall, the first School of Nursing building on East 71st Street adjacent to Presbyterian Hospital. For close to 80 years the School of Nursing was an all-female environment, with the first male students admitted in 1970.

Construction 1925-29

The new Medical Center took more than a decade to move from plans on paper to shovels into the ground. Columbia University and Presbyterian Hospital reached a preliminary affiliation agreement in 1911, but over the next 10 years Columbia considered other partners, a world war broke out, the benefactor considered other potential sites, and negotiations between Columbia and Presbyterian broke off several times. P&S dean William Darrach, whose 1919 "Memorandum on the School of Medicine" formed the basis for the 1921 revised agreement between Columbia and Presbyterian, deserves much of the credit for the survival of the medical center concept. On January 31, 1925, the first steam shovels finally tore into the frigid Washington Heights soil, and the first three years of construction began.

State-of-the-Art Construction, 1925.
A steam shovel strains against Manhattan's bedrock to excavate a foundation for the Medical Center, June 26, 1925.

The Work Begins, 1925.
Groundbreaking for the Columbia-Presbyterian Medical Center, January 31, 1925. The principals in the creation of the nation's first complex to integrate patient care, medical education, and biomedical research on one campus gather to inaugurate construction. From left: Edward S. Harkness, whose generosity made the entire enterprise possible; General William Barclay Parsons, chairman of the Medical Center's Joint Administrative Board; Nicholas Murray Butler, president, Columbia University; and Otto M. Eidlitz, head of Marc Eidlitz and Son, the builder.

In the rear of the jubilant crowd, a steam shovel (right) waits to begin making the dream a reality.

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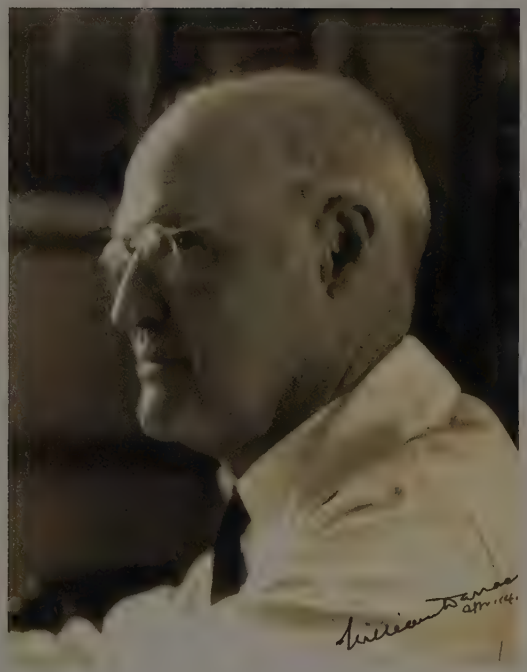
1460
FOUNDATIONS

Nurses on the Rise, 1925.
Nursing students Ruth Capp (left) and Jeannette Archer (right), Class of 1926, are sent aloft at the groundbreaking for Anna Maxwell Hall, the new School of Nursing building, September 3, 1925.

9-8-25



William Darrach, 1876-1948.
Dr. Darrach was the dean of P&S from 1919 to 1930, and his 1919 "Memorandum on the School of Medicine" cleared the way for the construction of the Medical Center. This photo shows him circa 1936, when he had returned to clinical practice as director of the Presbyterian Hospital Fracture Service.

Scrapbook Page, 1925.
This page from a construction photo album shows progress as of September 8, 1925.

Going Up, 1926.
More than a year after breaking ground, the Medical Center's buildings begin to take shape: Most of the steel frame of Presbyterian Hospital (to the left of the photo) and the College of Physicians & Surgeons (right) is complete, and brickwork has started on the hospital, March 27, 1926.

Anna Maxwell Hall, 1926.
The steel girders of Maxwell Hall stand out against a new snowfall, December 27, 1926. The site on a cliff overlooking the Hudson River had been chosen by Miss Maxwell herself for its fresh air and abundant light. The buildings of the former New York Deaf and Dumb Asylum are at left.

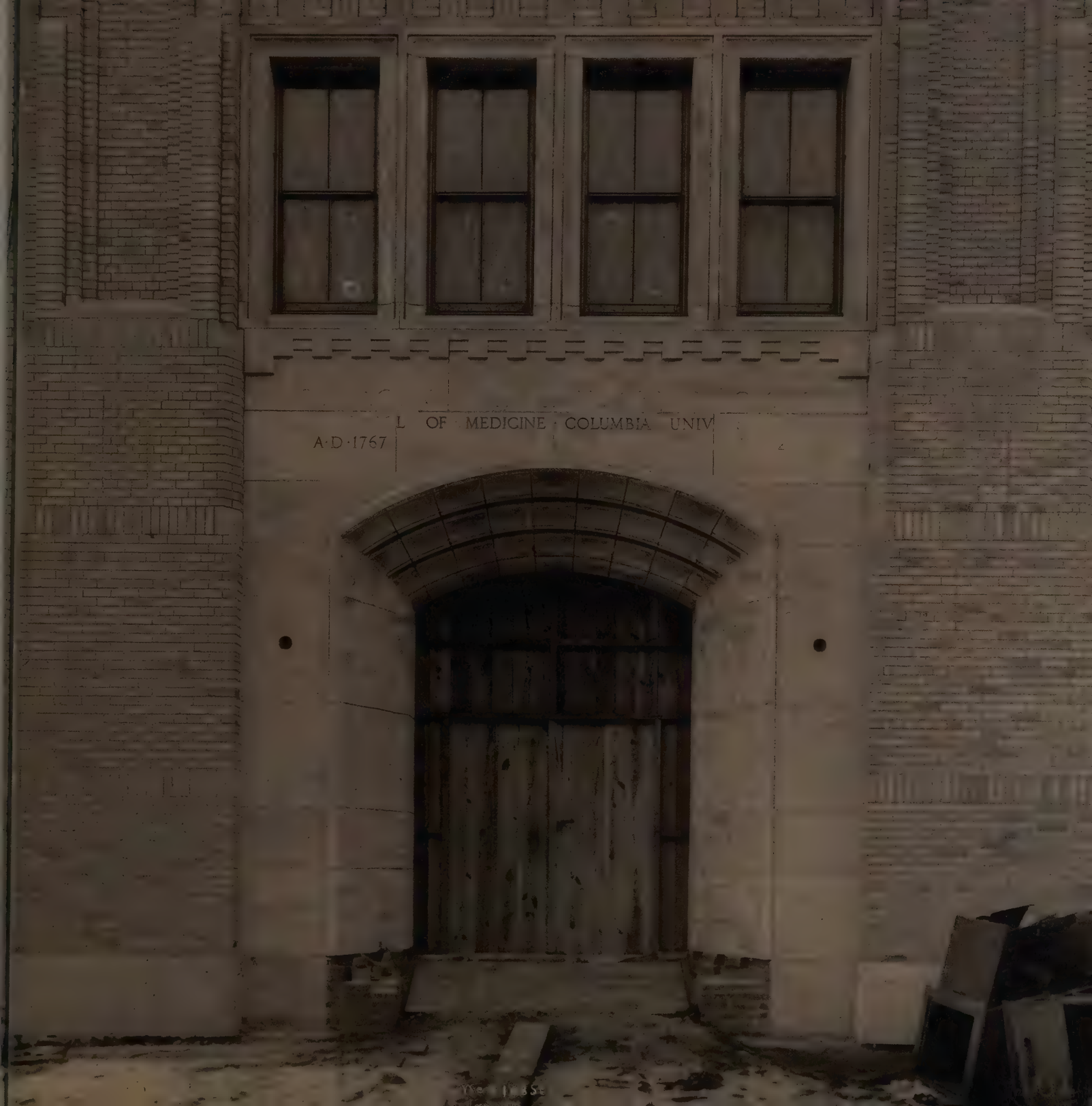
FOUNDATION N.Y. STATE PSYCHIATRIC INSTITUTE
JAN 24 1927

Neurological Institute, 1928. (above)
View of the Neurological Institute looking north from where the Milstein Hospital Building now stands, May 28, 1928. Founded in 1909 as the first hospital and research center in the Western Hemisphere devoted solely to neurological disorders, the institute became an affiliate of the Medical Center in 1925 and merged with the Presbyterian Hospital in 1943.

New York State Psychiatric Institute, 1927. (left)
Digging the foundation for the New York State Psychiatric Institute, now the home of the Mailman School of Public Health, January 24, 1927. Across a rain-slicked Riverside Drive stands the site where the new Psychiatric Institute would open in 1998.

Babies Hospital, 1928.
The brickwork of Babies Hospital nears completion, June 28, 1928. The new building and its equipment cost more than $1.8 million but increased Babies' capacity from 55 to 200 beds.

P&S Entrance During Construction, 1927.
The now-familiar entrance to the College of Physicians & Surgeons, complete except for steps and doors, January 3, 1927.


L OF MEDICINE · COLUMBIA UNIV
A·D·1767

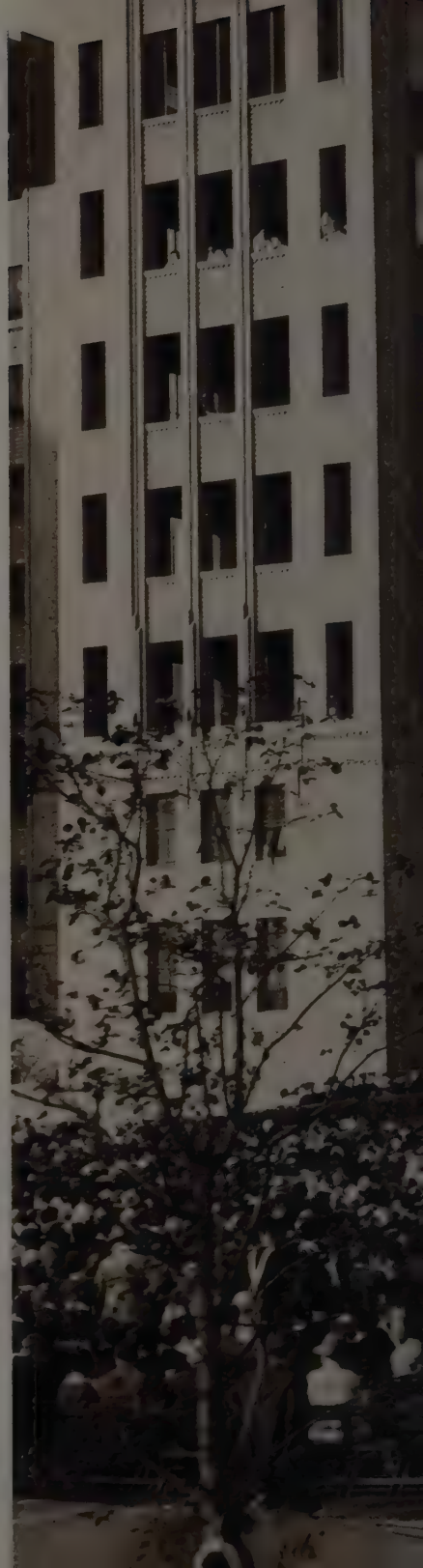
Early Years 1929-41

As the nation coped with a depression at home and a looming war overseas, Columbia continued to build. To the 12 initial institutions that formed Columbia-Presbyterian Medical Center, new partners were added. Under the leadership of Willard Rappleye, Columbia forged new clinical training partnerships, the hospital's nursing school became part of Columbia, and student aid programs were developed. Bard Hall, the first P&S student dormitory, opened in 1931 and the new Harkness Eye Institute was completed two years later. Meanwhile, Columbia-Presbyterian leadership prepared for reductions in staff and interruptions in education, as it became clear that many physicians, nurses, and house staff would soon be sent to the military theaters of Europe and Asia.

Dedication, October 12, 1928.
The Columbia-Presbyterian Medical Center was formally dedicated on Columbus Day 1928 with gala festivities in the center's garden. Former P&S Dean Samuel W. Lambert, who first initiated the affiliation with Presbyterian Hospital, delivers the keynote address.

Academic Procession.
Dignitaries wind their way into the Medical Center garden for the dedication ceremonies. Maxwell Hall can been seen in the distance.

Dedication.
A crowd of 5,000 witnessed the opening of the Medical Center. The speakers' platform stands on the site of the present chapel.



Cutting-Edge Facilities, 1928. Though Columbia and Presbyterian administrators made constant efforts to keep down construction costs, the newly completed Medical Center would still boast an impressive array of facilities.

Dean Helen Young of the School of Nursing fought successfully to keep Maxwell Hall's swimming pool (left, above). The school had long been concerned with its students' health: The 1928 catalog noted that "classes are given in swimming, clogging, dancing and corrective exercises, etc."

The McCosh Operating Amphitheatre (right) on the 16th floor of the Medical Center was a medical marvel. Each of its 149 seats had a radiophone through which students could hear the heartbeat of the patient on the table. Even the green tile was up-to-date, chosen because it "does away with glare and is easier on the eyes of the attending physicians," according to contemporary press reports.

The gleaming, state-of-the-art hydrotherapy department (left, below) was the pride of the Neurological Institute.

HARRIETT'S NO 401

Iceboxes, 1928.
The Harkness Pavilion for private patients was another gift of Edward S. Harkness and was named for his father, Stephen Harkness. It provided 147 single rooms for patients with additional accommodations for visiting family members. Patients could dine in the pavilion's own restaurant, complete with an "a la carte menu" or bring their own food, stored in the individual iceboxes seen here.

Occupational Therapy Workshop, 1929.
Patients at the Neurological Institute were offered occupational therapy which instructed them in forming "healthy habits of mind and body" through handicrafts.

House Staff, 1928. (overleaf)
The first House Staff at Presbyterian and Sloane hospitals to receive training at the new Medical Center. Of the 50 residents seen here, only three are women.

The First Graduating Class at the Medical Center, 1928.
The School of Nursing was the first educational unit to occupy the Medical Center, opening in March 1928. That year's class, seen here gathered in Maxwell Hall, was the first graduating class of all the schools at the new campus.

Women's Ward, Neurological Institute, 1929.
The Neurological Institute moved to the Medical Center in March 1929, tripling its beds. Among the new building's amenities were wards with south-facing solaria to maximize sunlight.

School of Dental and Oral Surgery, circa 1930.

The opening of the Medical Center allowed the School of Dental and Oral Surgery (SDOS), previously located on Manhattan's east side, to be adjacent to Columbia's other Health Sciences schools. It was allotted three floors in the Vanderbilt Clinic building where many of the school's clinics remain today.

Above: the X-ray room in the Division of Oral Surgery.

Right: An SDOS classroom. The original caption to this photo reads, "Students go through a long period of training and practice before they are ... qualified to perform the simplest dental operation on a patient's mouth."

The School of Tropical Medicine, San Juan, Puerto Rico.
An important but little-known Columbia venture, the School of Tropical Medicine was a collaborative effort with the University of Puerto Rico. From 1926 to 1948 it was the University's center for the study of tropical diseases.

The faculty (above), seen here in 1934, was appointed by Columbia and included a cosmopolitan mix of mainland Americans, local Puerto Ricans, and at least one native of India.

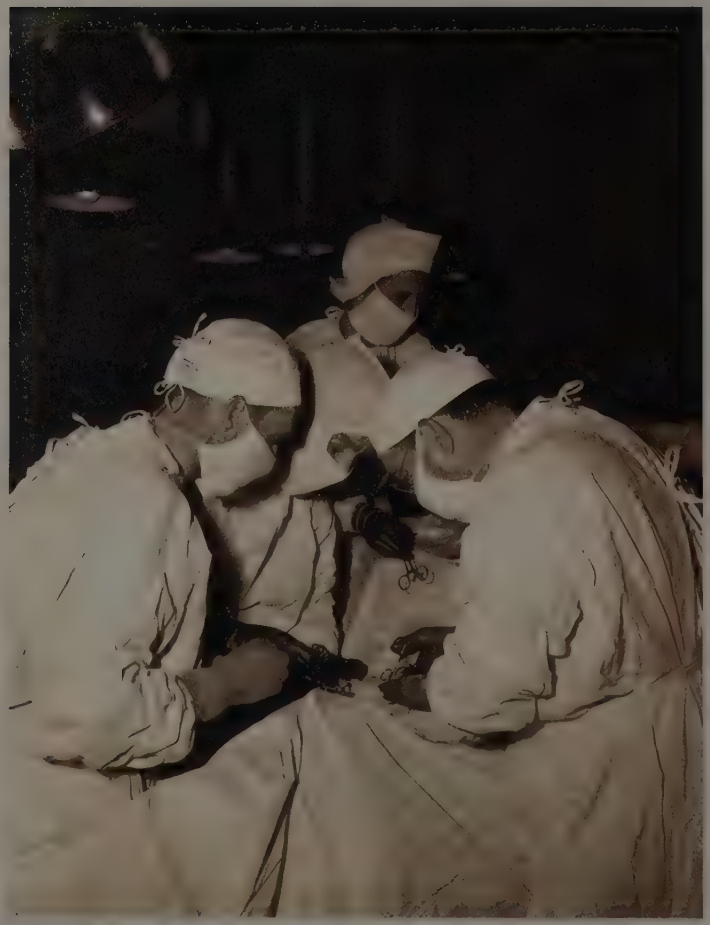
The school's building (right), erected in 1926, was modeled after the 16th century Monterrey Palace in Salamanca, Spain.

Dr. Oscar Costa Mandry, 1926.
At work in the Bacteriological Laboratory of the School of Tropical Medicine, San Juan.

1941 to the Present

Like New York City itself, Columbia-Presbyterian Medical Center faced dizzying change in the latter half of the 20th century, with scientific progress and social transformation both moving at top speed. Columbia-Presbyterian established itself as one of the nation's preeminent biomedical research institutions, garnering Nobel Prizes and announcing scientific innovations from the development of Bacitracin to the first successful pediatric heart transplant. Offsetting the success was a growing urban health care crisis at the Medical Center's doorsteps. With the evolution of the Mailman School of Public Health, expansion of a longstanding commitment to public service, and new programs in primary care, community mental health, and AIDS programs, Columbia-Presbyterian reaffirmed its historic ties to New York City. Meanwhile, visionary new scientific projects like Audubon Park, New York City's only university-related research park, kept Columbia at the forefront of medical discovery.

Pediatric Heart Transplant, 1984.
The first successful pediatric heart transplant was performed by Drs. Eric Rose and Keith Reemtsma during a six-hour operation in June 1984.



Service in World War II.
The U.S. Army's 2nd General Hospital during World War II was staffed largely by doctors and nurses from Columbia-Presbyterian. Organized in 1942, the 2nd General Hospital was stationed for two years near Oxford, England, before being shipped to France 47 days after D-Day. Following the Allied Armies' push toward Germany, the 2nd General reached Nancy in northeastern France by the time the fighting in Europe ended.

Scenes from the 2nd General.
Surgery in progress at the 2nd General while based near Oxford, September 1942. (left, lower)

2nd General personnel soak up the sun aboard their homeward-bound ship at the end of the war, 1945. (left, upper)

Dr. Rudolph N. Schullinger (P&S, '23) pauses for refreshment during a training march at Fort Meade, Maryland, June 1942. (above)

Chow time, probably in Normandy, 1944 (right)

Dental School Dinner, 1943. (overleaf)
Wartime disruptions did not prevent faculty and staff of the School of Dental and Oral Surgery from honoring Dr. Anna Veronica Hughes upon her retirement as professor of dentistry and director of the Dental Hygiene Program.

A TRIBUTE DINNER BY THE FACULTY,
SCHOOL OF DENTISTRY
O ANNA VERONICA HUGHES
FACULTY CLUB MAY 26, 1943

Nursing Graduation, 1949.
Margaret Conrad (Nursing, '20), dean of the School of Nursing, under an arch of diplomas at commencement – a tradition dating back to Anna Maxwell's farewell commencement in 1921.

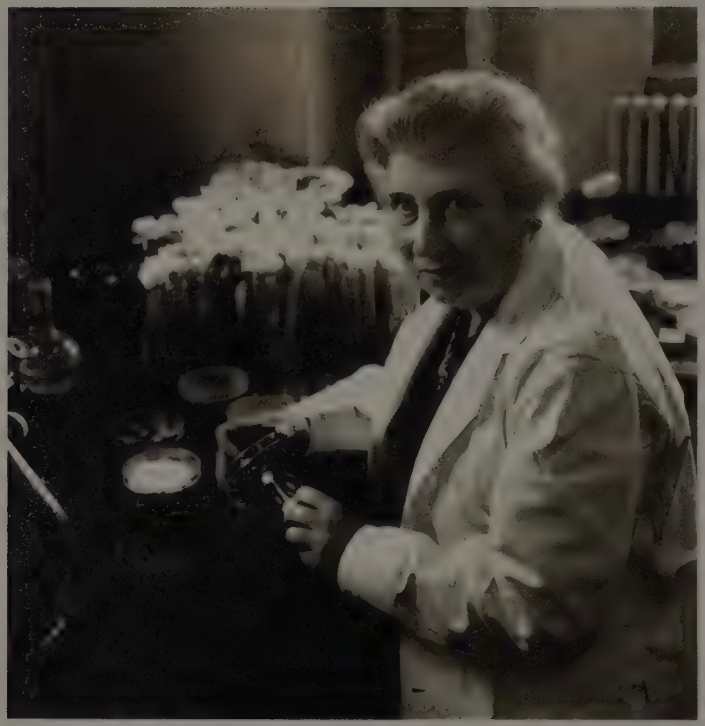
Student Nurses Take a Break, 1948.
School of Nursing students relax in their Maxwell Hall room. This photo appeared in "Student Nurse," a *Woman's Home Companion* article highlighting the school.

The Laboratory of Dr. Darling, 1946.
This unusual photograph was taken in the laboratory of Dr. Robert Darling, who at the time was studying "exercise metabolism during simple convalescence." Dr. Darling went on to a distinguished career in rehabilitation medicine, leading the Medical Center's department for more than 20 years.

Radiation Therapy, 1950.
A technician readies a patient for radiation therapy at Francis Delafield Hospital. A center for cancer treatment and research, Delafield operated from 1950 to 1975. Located adjacent to the Medical Center at West 164th Street, the hospital was administered by the City of New York but had a professional staff appointed by Columbia.

Pediatric Exam, 1954.
This child seems not at all intimidated by the concerned adults surrounding him in an examining room at Babies Hospital, 1954. Dr. William A. Bauman (P&S, '47) is the physician at left; Marjorie Johnston Murray (Nursing, '50) is second from right.

Transporting a "Preemie" to Babies Hospital, 1954.
A matron and driver from the New York City Premature Infant Transport program bring their tiny patient to Babies Hospital. In 1954 the premature nursery at Babies admitted its 1,000th infant since its founding in 1949. The technology of premature care was still primitive in the 1950s: The portable incubator held by the driver is a remodeled pet carrier.



Balbina Johnson in the Lab, 1958.
In June 1943, a 7-year-old girl was admitted to the Medical Center for emergency surgery after a car accident. A culture taken from the wound was sent to the Surgical Bacteriological Laboratory where its director, Balbina Johnson, discovered that the *Staphylococcus aureus* seen in the initial microscopic examination had disappeared overnight. Working with surgeon Frank Meleney, Ms. Johnson determined that the *Staph aureus* had been killed by a microbe. The powerful new antibiotic developed from this discovery was named Bacitracin, from Baci- (bacillus) and Tracy, the surname of the child in whom the microbe was found.

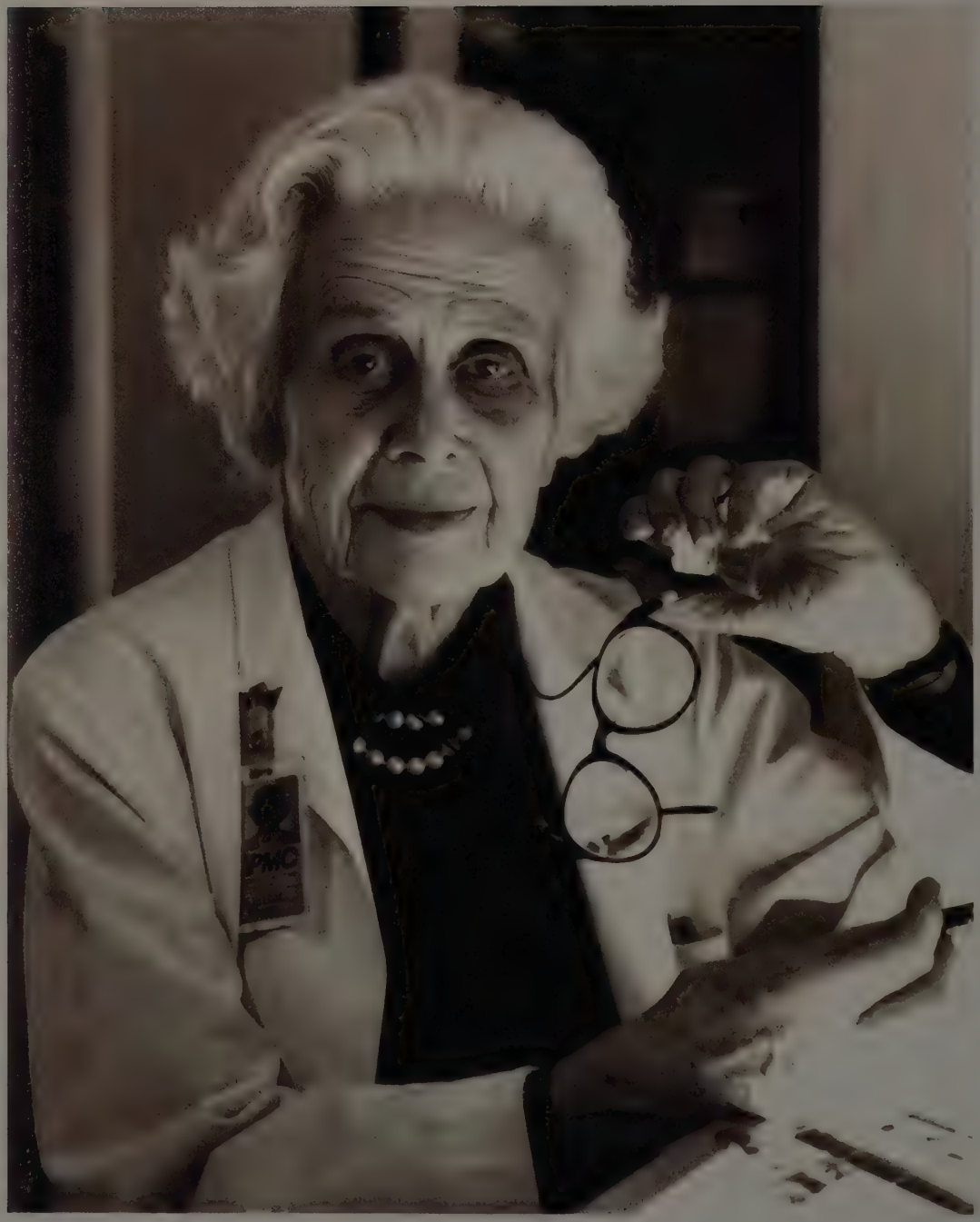
L. Stanley James, 1968.
Considered one of the founding fathers of perinatology, the New Zealand-born Dr. James, shown here with newborn research monkey, spent 40 years at Babies Hospital improving care of the newborn. For much of that time he was director of the hospital's Division of Perinatal Medicine.

Virginia Apgar, 1958.

Dr. Virginia Apgar's system for evaluating the health of newborns, now universally known as the "Apgar Score," won quick acceptance after she published it in 1953. A 1933 graduate of the College of Physicians & Surgeons and later the first woman at the medical school to become a full professor, Dr. Apgar was also a talented violinist who made her own instruments. She loved fishing, golf, and stamp collecting and, according to one colleague, enjoyed "driving her automobile as if it were an airplane."

Open-Heart Surgery, 1959.
Pediatric open-heart surgery was still novel enough in 1959 that the operating room was crowded with surgeons there simply to observe. (far left)

Linda, the patient whose surgery is shown, the night before her procedure (left), and listening to her repaired heart. (below)



Elizabeth Wilcox, 1992. Without the photographic legacy of Elizabeth "Libby" Wilcox (1916-2000) this book would not have been possible. A talented photographer whose work appeared in *Time* and *Newsweek*, she was the wife of P&S professor Herbert "Bud" Wilcox, Jr. (P&S '34). Starting in 1957, Mrs. Wilcox spent 35 years capturing the people, places, and events at Columbia-Presbyterian. She gave her unparalleled archive of more than 100,000 images to the Medical Center in 1991.

Hands of Drs. Porter and Elliott, 1963.
Hands of Drs. Milton Porter and Robert H. E. Elliott, Jr. (P&S, '32), during surgery: An example of Elizabeth Wilcox's skill as a photographer.

Blackout, 1965.
Medical and nursing staff care for a patient in a darkened corridor during the power failure of November 9, 1965, that blacked out much of the northeastern United States and parts of Canada. Eight seconds after the lights went out, the Medical Center's emergency generator came alive, and essential patient services were maintained throughout the 12-hour outage.

President Hoover, 1964.
Former President Herbert Hoover doesn't allow a hospital stay to prevent him from enjoying his pipe.

Patient Care, 1968.
P&S students examine a patient in a photograph shot for *Newsweek.*

Dr. Atchley with Students at the Bedside, 1958.

Few who were P&S students in the mid-20th century can forget Dr. Dana W. Atchley (1892-1982). A great instructor and clinician at a time when the Medical Center had an abundance of them, Dr. Atchley was an exacting bedside teacher whose mastery at taking patient histories was legendary.

Dr. Atchley's private practice was large and included both the celebrated and the obscure. When the Medical Center opened its first separate building for doctors' offices in 1968, it was named the Atchley Pavilion.

Tropical Nursing in Liberia, 1965.
Mary Beach Ellis (Nursing, '64) discusses prenatal care with Liberian women at the Harbel Clinic of the Firestone Plantations. She was enrolled in a six-month course for graduate nurses titled "Tropical Nursing," given under the direction of P&S professor Harold W. Brown.

Tropical Medicine, 1970s.
Dr. John D. Frame of the School of Public Health's Division of Tropical Medicine doing field work in West Africa, circa 1970s. Dr. Frame was among the earliest U.S. physicians to investigate Lassa Fever after its first major outbreak in 1969.

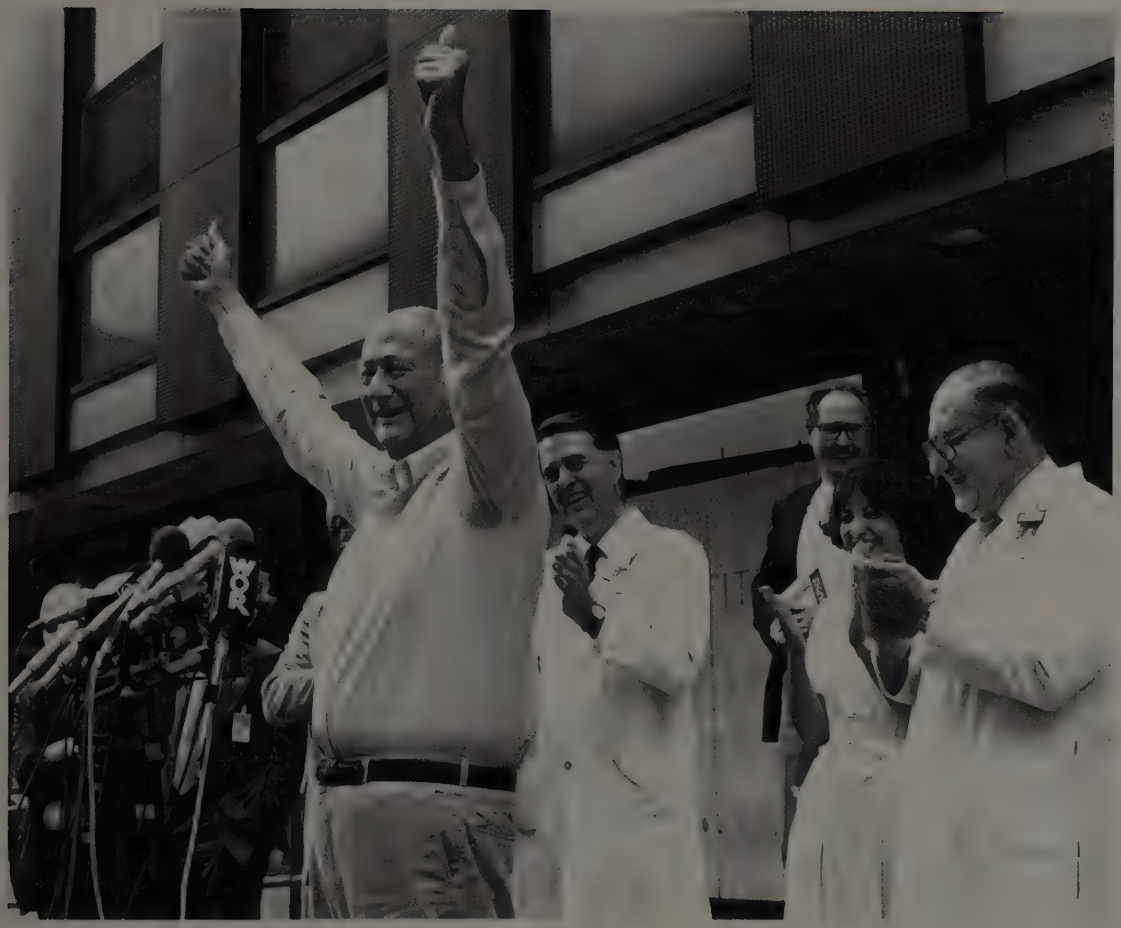
Quintuplets Leave for Home, 1970. (above)

The birth of the Kienast quintuplets at the Medical Center on February 24, 1970 – only the second surviving set in the United States – caused a worldwide sensation. A team of six physicians and numerous nurses assisted at the delivery and then tended them in the Neonatal Intensive Care Unit.

On April 27, the quints – Amy, Sara, William, Abigail and Ted – are held by the delivering physician, Dr. Raphael Jewelewicz, and some of their nurses before setting off for home.

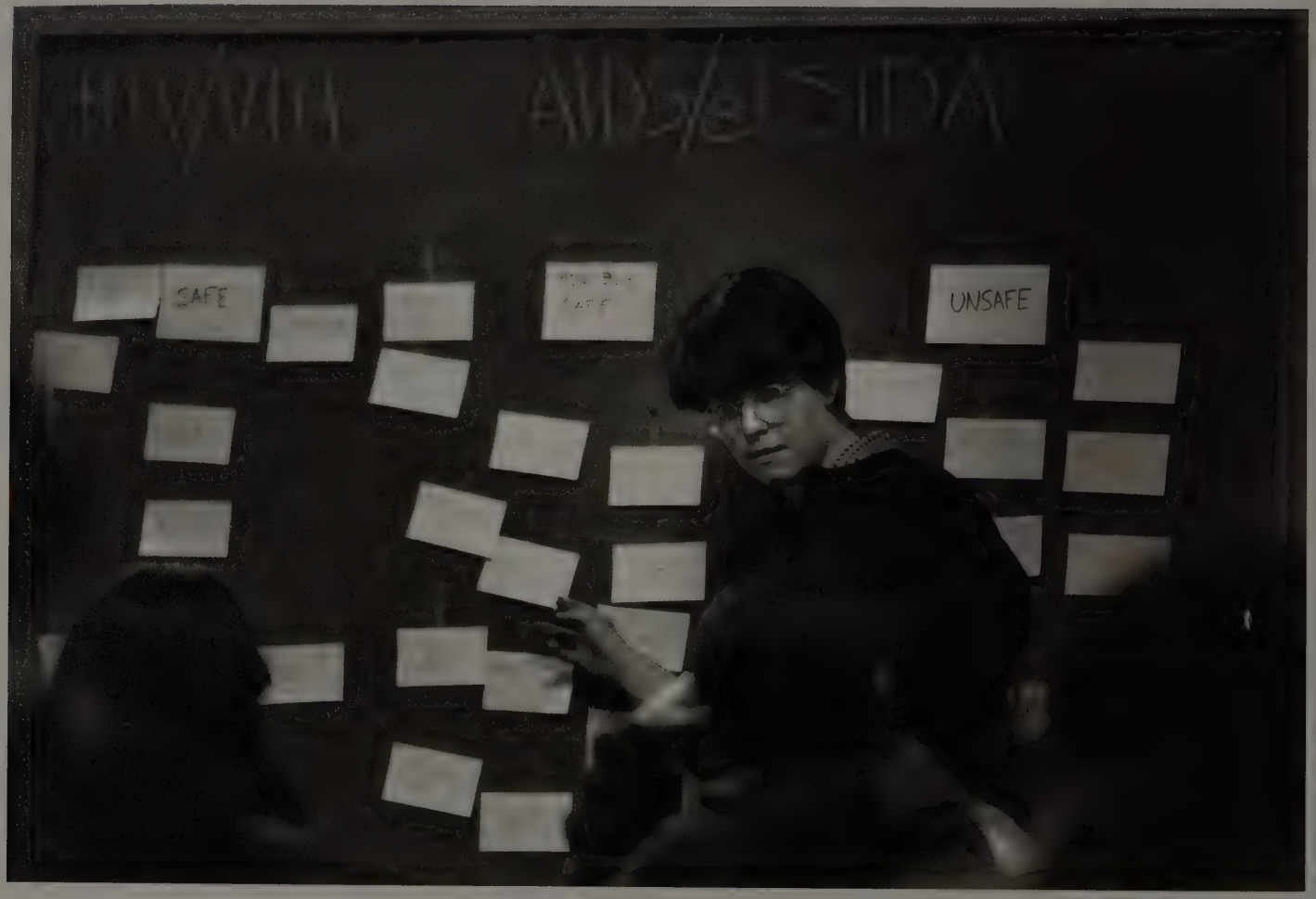
Bard Hall Players, 1982. (right)

P&S students give their all in the Bard Hall Players' 1982-83 season performance of "Pippin." Since 1963 the Players have presented three full-scale theatrical productions annually.



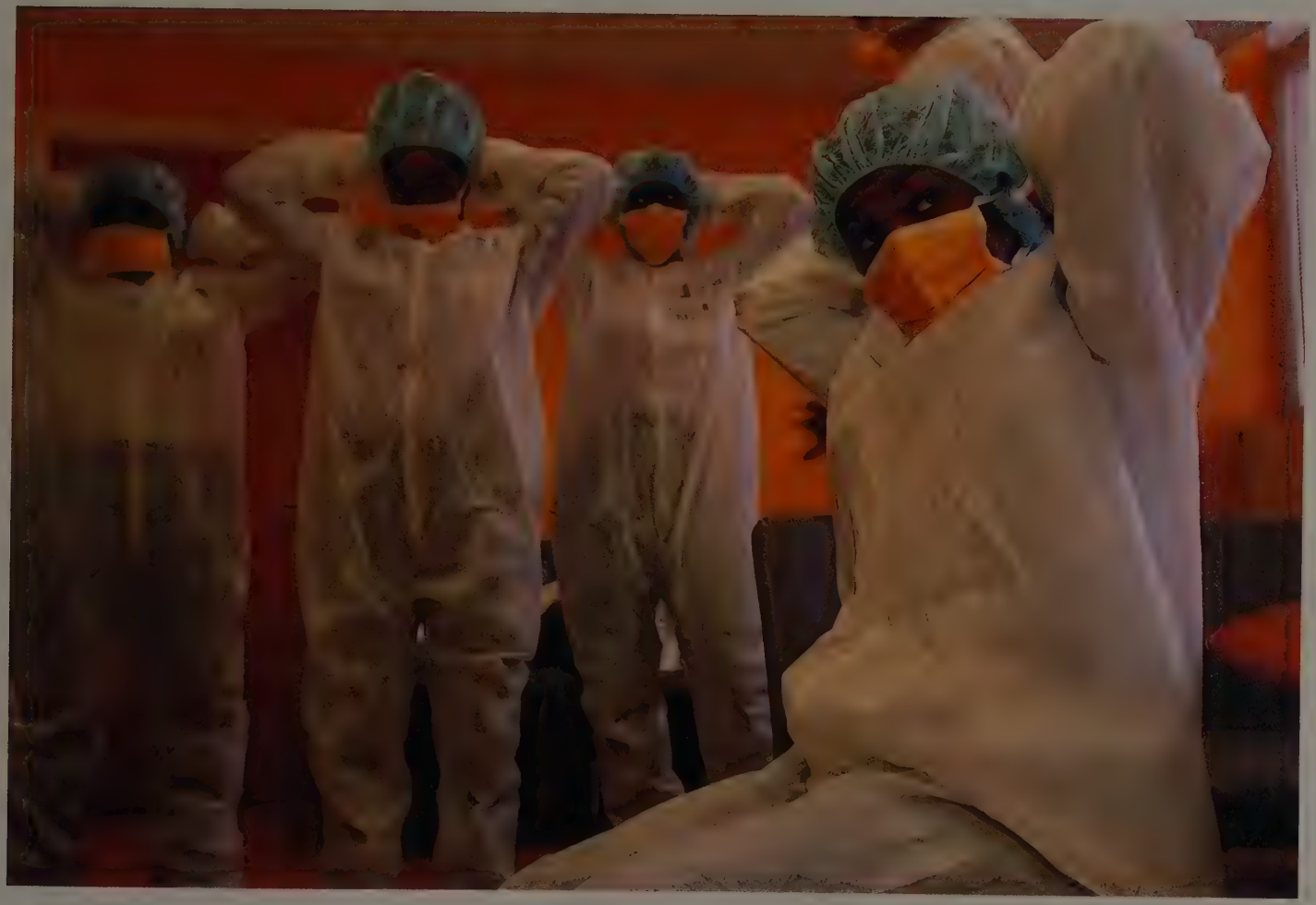
Ed Koch, 1987.(above)
Mayor Ed Koch is his usual exuberant self upon release from the Neurological Institute after suffering a small stroke in August 1987. With him are Drs. Robert Barrett (center) and Sadek Hilal (right).

Glenda Garvey, 1990. (left)
Infectious disease specialist and renowned teacher Dr. Glenda Garvey (P&S '69) with a patient.



Urban Medicine, 1996

Deborah Dowell, a 1996 graduate of P&S, spent part of her fourth year in medical school in an urban medicine elective on the Lower East Side of Manhattan, teaching children about HIV and AIDS.



Sampling the Medical School Life, 2002
Columbia's medical, dental, nursing, and public health schools have several programs meant to increase diversity in classrooms and, ultimately, health-related careers. One program is the Minority Medical Education Program, which brings more than 100 minority college students to P&S each summer for immersion in the medical school experience. The students take science courses, shadow clinicians, and learn strategies for strengthening their study skills in preparation for the medical school entrance exam. Part of a national program funded by the Robert Wood Johnson Foundation, in 2003 it was expanded to include the dental school.

THE NEXT 75 YEARS

A few generations from now, we might imagine the grandchildren of today's entering medical students looking back at the history of Columbia University Medical Center from 2003 to 2078, just as we look back today. They might smile with nostalgia at the old-fashioned photographs of today's PET scanners and laser technology, and our impossibly out-of-date clothing. Will they also feel the same sense of pride and wonder at the progress that has been made from this day onward that we feel as we reflect on the first 75 years of Columbia-Presbyterian Medical Center? Ensuring that they do is a task that falls to all of us.

While we celebrate the successes of 75 years of Columbia-Presbyterian Medical Center, we are taking action that is as revolutionary today as the birth of the Medical Center was in 1928. We are putting into action a powerful, comprehensive new strategic plan aimed at making Columbia's next era its finest yet.

The new plan for Columbia University Medical Center represents the best and boldest ideas generated by a year's worth of inspiration and deliberation with Columbia University's College of Physicians & Surgeons, the School of Dental and Oral Surgery, the School of Nursing, the Mailman School of Public Health, and with our Medical Center partner, NewYork-Presbyterian Hospital.

The plan sets a visionary course. It calls for decades of growth and progress that will not only build on the legacy of our Medical Center, but will transform it into an institution of dazzling achievement and unparalleled leadership. It seeks to build new bridges between departments, disciplines and missions, revolutionizing the traditional, sometimes rigid structures of academic medicine. Just as we once helped invent the academic medical center, we are now reinventing it, breaking down old "silos" that developed around specialties and subjects and replacing them with a vision of connection rather than separation. The plan for Columbia University Medical Center sets the standard for innovation, new collaborative ventures, and leadership in such cutting-edge areas as human genetics and

genomics, neuroscience, developmental and computational biology, and immunology.

Underlying all of these goals is the ever-present challenge of space, a challenge that has confronted the visionaries of the Medical Center since the days when they debated among Washington Heights, a brewery-occupied space on the East Side, and a site on Gun Hill Road in the Bronx as potential locations for the new medical center. Now as then, meeting the challenge of space will be essential to achieving our goals. As the new buildings rose along upper Broadway in the 1920s and 1930s, so will our new space solutions in the years to come reshape the Washington Heights landscape, ensuring our place as a world leader in medical education, biomedical research, and health care, while maintaining our connections to and our concerns for the community in which we live.

As we implement our ambitious new plans for Columbia University Medical Center, we will achieve a level of excellence that surpasses even the storied achievements of the last 75 years.

Medical Center (above)
These 1973 aerial views of the Medical Center show the substantial physical growth of the post-war period: Harkness Hall (1947), Central Services Building (1962), Black Building (1965), Dana Atchley Pavilion (1968), Babies Hospital South (1968-70), and Bard-Haven Towers (1970). Not visible are the Pauline A. Hartford Memorial Chapel (1952) and Alumni Auditorium (1965).

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COLUMBIA UNIVERSITY
MEDICAL CENTER

Front Cover:
The Columbia-Presbyterian Medical Center looking northwest from Broadway and West 165th Street, circa 1940. From left to right are Maxwell Hall, Harkness Pavilion, College of Physicians & Surgeons-Presbyterian Hospital, Babies Hospital, and the New York City Dept. of Health's Washington Heights Health Center.

Back Cover:
Panoramic view of the Columbia-Presbyterian Medical Center from Riverside Drive, circa 1935. Left to right: Bard Hall, New York State Psychiatric Institute, Neurological Institute (partly obscured), Maxwell Hall, College of Physicians & Surgeons-Presbyterian Hospital (rear), Harkness Pavilion (front), Eye Institute.

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